

## **CORPORATE GOVERNANCE REPORT**

**STOCK CODE** : 0286  
**COMPANY NAME** : EVERGREEN MAX CASH CAPITAL BERHAD  
**FINANCIAL YEAR** : December 31, 2025

### **OUTLINE:**

#### **SECTION A – DISCLOSURE ON MALAYSIAN CODE ON CORPORATE GOVERNANCE**

*Disclosures in this section are pursuant to Paragraph 15.25 of Bursa Malaysia Listing Requirements.*

#### **SECTION B – DISCLOSURES ON CORPORATE GOVERNANCE PRACTICES PERSUANT CORPORATE GOVERNANCE GUIDELINES ISSUED BY BANK NEGARA MALAYSIA**

*Disclosures in this section are pursuant to Appendix 4 (Corporate Governance Disclosures) of the Corporate Governance Guidelines issued by Bank Negara Malaysia. This section is only applicable for financial institutions or any other institutions that are listed on the Exchange that are required to comply with the above Guidelines.*

## SECTION A – DISCLOSURE ON MALAYSIAN CODE ON CORPORATE GOVERNANCE

*Disclosures in this section are pursuant to Paragraph 15.25 of Bursa Malaysia Listing Requirements.*

### Intended Outcome

Every company is headed by a board, which assumes responsibility for the company's leadership and is collectively responsible for meeting the objectives and goals of the company.

### Practice 1.1

The board should set the company's strategic aims, ensure that the necessary resources are in place for the company to meet its objectives and review management performance. The board should set the company's values and standards, and ensure that its obligations to its shareholders and other stakeholders are understood and met.

<b>Application</b>	: Applied
<b>Explanation on application of the practice</b>	<p>The Board of Directors (the "<b>Board</b>") of Evergreen Max Cash Capital Berhad ("<b>EMCC</b>" or the "<b>Company</b>"), maintains a steadfast commitment to upholding its responsibilities, ensuring the interests of shareholders and other stakeholders are protected across EMCC and its subsidiaries (collectively, ("<b>EMCC Group</b>" or the "<b>Group</b>").</p> <p>The Board is supported by the following Board Committees, with delegated specific responsibilities stated in respective Terms of Reference ("<b>TOR</b>"). The Chairperson of each Committee shall report to the Board on the outcome of the Committee meetings:-</p> <ul style="list-style-type: none"> <li>• Audit and Risk Management Committee ("<b>ARMC</b>")</li> <li>• Nomination and Remuneration Committee ("<b>NRC</b>")</li> </ul> <p>The Board is guided by the Board Charter. The roles and responsibilities of the Board are clearly outlined in the Board Charter, summarised by the following:-</p> <ul style="list-style-type: none"> <li>• To review, adopt and monitor the implementation of the strategic plans and annual budget for the Group;</li> <li>• To establish and carry out periodic review of the Code of Business Conduct and Ethics for the Group, including Whistleblowing Policy;</li> <li>• To identify business risks with constant monitoring of market changes and to establish a risk management framework to manage those risks in order to safeguard company assets;</li> <li>• To review the internal control and management information systems for compliance with applicable laws and regulations;</li> <li>• To establish and monitor internal audit scope to minimise fraud;</li> <li>• To review the succession planning of the senior management; and</li> <li>• To undergo periodic training to strengthen their understanding of sustainability-related and climate-related risks and opportunities.</li> </ul>

	<p>Additionally, the Board established a Code of Conduct and Ethics to adhere to the general principles and standards of business conduct and ethical behaviour in the performance and exercise of their responsibilities as Directors of the Company in order to uphold good corporate integrity which ultimately serves as a ground rule to the employees of the Company in their discharge of respective duties and responsibilities.</p> <p>The Board Charter, Code of Conduct and Ethics, and TOR of the respective committees can be accessed on EMCC's corporate website at <a href="https://emc.capital/">https://emc.capital/</a>. The Board Charter, Code of Conduct and Ethics, and TOR of the respective committees will be reviewed periodically to ensure relevance with the needs of EMCC, and applicable laws and regulations.</p>	
<b>Explanation for departure</b>		
<p><i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i></p>		
<b>Measure</b>		
<b>Timeframe</b>		

## Intended Outcome

Every company is headed by a board, which assumes responsibility for the company's leadership and is collectively responsible for meeting the objectives and goals of the company.

### Practice 1.2

A Chairman of the board who is responsible for instilling good corporate governance practices, leadership and effectiveness of the board is appointed.

<b>Application</b>	:	Applied
<b>Explanation on application of the practice</b>	:	<p>The Chairman of the Board, Tan Sri Dato' Sri Dr Abdul Aziz bin Abdul Rahman, who was appointed on 1 February 2026, holds an Independent Non-Executive Chairman role, and is primarily responsible for the orderly conduct and functioning of the Board, instilling good corporate governance practices, leadership and ensuring the effectiveness of the Board.</p> <p>The Chairman is primarily responsible for, but not limited to, the following:-</p> <ul style="list-style-type: none"> <li>• To lead and chair Board meetings in a proper manner;</li> <li>• To ensure all relevant issues are tabled on the Board agenda;</li> <li>• To ensure compliance with Board Charter;</li> <li>• To ensure timely dissemination of Board papers by the Company Secretary to the Board members; and</li> <li>• To encourage all Directors play an active role in Board activities.</li> </ul> <p>The roles and responsibilities of the Chairman of the Board are outlined in the Board Charter, which can be accessed on EMCC's corporate website at <a href="https://emc.capital/">https://emc.capital/</a>.</p>
<b>Explanation for departure</b>	:	
<p><i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i></p>		
<b>Measure</b>	:	
<b>Timeframe</b>	:	

## Intended Outcome

Every company is headed by a board, which assumes responsibility for the company's leadership and is collectively responsible for meeting the objectives and goals of the company.

### Practice 1.3

The positions of Chairman and CEO are held by different individuals.

<b>Application</b>	:	Applied
<b>Explanation on application of the practice</b>	:	<p>The Group has a Group Managing Director (“GMD”), and a Chief Executive Officer (“CEO”). The positions of the Chairman, the GMD, and the CEO are held by three (3) different individuals. Our governance structure ensures a clear separation of roles and responsibilities between the Chairman, and the GMD / CEO to promote a balanced distribution of authority and accountability.</p> <p>Tan Sri Dato’ Sri Dr Abdul Aziz bin Abdul Rahman is the Chairman of the Board, whilst the GMD is Dato’ Low Kok Chuan, and the CEO is Ms. Sing Suk Fuen.</p> <p>The Chairman is accountable for the stewardship and smooth functioning of the Board. The GMD plays a crucial role in shaping the strategic direction and ensuring the overall success of the Group, while the GMD oversees the day-to-day operations and businesses, ensuring smooth functioning and alignment with company goals. Both the GMD and CEO maintain open communication with the Board, providing timely and accurate reports on relevant matters.</p> <p>The Board Charter states that the GMD is responsible for implementing the policies, strategies, and decisions adopted by the Board.</p> <p>The distinct and separate roles and responsibilities of the Chairman, and the GMD are outlined in the Board Charter, which can be accessed on EMCC’s corporate website at <a href="https://emc.capital/">https://emc.capital/</a>.</p>
<b>Explanation for departure</b>	:	
<p><i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i></p>		
<b>Measure</b>	:	
<b>Timeframe</b>	:	

### Intended Outcome

Every company is headed by a board, which assumes responsibility for the company's leadership and is collectively responsible for meeting the objectives and goals of the company.

### Practice 1.4

The Chairman of the board should not be a member of the Audit Committee, Nomination Committee or Remuneration Committee

<i>Note: If the board Chairman is not a member of any of these specified committees, but the board allows the Chairman to participate in any or all of these committees' meetings, by way of invitation, then the status of this practice should be a 'Departure'.</i>	
<b>Application</b> :	Applied
<b>Explanation on application of the practice</b> :	The Chairman of the Board, Tan Sri Dato' Sri Dr Abdul Aziz bin Abdul Rahman, does not hold any membership of the Board Committee of the Company.
<b>Explanation for departure</b> :	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>	
<b>Measure</b> :	
<b>Timeframe</b> :	

## Intended Outcome

Every company is headed by a board, which assumes responsibility for the company's leadership and is collectively responsible for meeting the objectives and goals of the company.

### Practice 1.5

The board is supported by a suitably qualified and competent Company Secretary to provide sound governance advice, ensure adherence to rules and procedures, and advocate adoption of corporate governance best practices.

<b>Application</b>	: Applied
<b>Explanation on application of the practice</b>	<p>The Group is currently outsourcing the corporate secretarial function to Cospec Management Services Sdn. Bhd.</p> <p>The Board is supported by three (3) Company Secretaries who are experienced and qualified to act as Company Secretaries under Section 235(2) of the Companies Act 2016 ("Act") and are registered holders of the Practicing Certificates issued by the Companies Commission of Malaysia ("CCM").</p> <p>The Board acknowledges that the Company Secretaries play an important role and will ensure that the Company Secretaries fulfil the functions for which they have been appointed.</p> <p>The Company Secretaries play an important role in facilitating the overall compliance with the Act, ACE Market Listing Requirements ("Listing Requirements") of Bursa Malaysia Securities Berhad ("Bursa Securities") and other relevant laws and regulations. The Company Secretaries also assist the Board and Board Committees to function effectively and in accordance with their TOR and best practices and ensure adherence to the existing Board policies and procedures.</p> <p>In order to discharge the roles effectively, the Company Secretaries have been continuously attending the necessary training programmes, conferences or seminars organised by relevant authorities and/or professional bodies to keep themselves abreast with the latest developments in the corporate governance realm and changes in regulatory requirements that are relevant to their profession and enable them to provide the necessary advisory role to the Board.</p> <p>The Board has direct access to the professional advice and services of the Company Secretaries and their team when performing their duties and discharging their responsibilities.</p> <p>The Company Secretaries had conducted a briefing on the Key Amendments to Listing Requirements of Bursa Securities to keep the Board abreast of the latest developments on the provisions under the Listing Requirements of Bursa Securities.</p>

	<p>During the financial year under review, the Board and Board Committees' meetings were properly convened, and accurate and proper records of the proceedings and resolutions passed were taken and maintained in the statutory records of the Company.</p> <p>Overall, the Board is satisfied with the service and support rendered by the Company Secretaries and their team to the Board in the discharge of their functions.</p>	
<b>Explanation for departure</b> :		
<p><i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i></p>		
<b>Measure</b> :		
<b>Timeframe</b> :		

## Intended Outcome

Every company is headed by a board, which assumes responsibility for the company's leadership and is collectively responsible for meeting the objectives and goals of the company.

### Practice 1.6

Directors receive meeting materials, which are complete and accurate within a reasonable period prior to the meeting. Upon conclusion of the meeting, the minutes are circulated in a timely manner.

<b>Application</b>	:	Applied
<b>Explanation on application of the practice</b>	:	<p>To assist the Directors in managing their schedules, the Company Secretaries prepare an annual meeting calendar ahead of each new year. This calendar outlines the dates of Board and Board Committee meetings, as well as the annual general meeting ("AGM"). Additionally, it includes closed periods for trading in securities by Directors and principal officers, aligning with scheduled announcements of the Company's quarterly results.</p> <p>The notices of the Board and Board Committees meetings together with the meeting papers are generally furnished to the Board members within five (5) clear days prior to the dates of meetings. This is to ensure that the Directors have sufficient preparation time and information to make an informed decision at each meeting.</p> <p>In the intervals between scheduled Board and Board Committees meetings, for exceptional matters requiring urgent Board decisions, Board and Board Committees decisions are obtained via additional ad-hoc meetings convened or written resolutions which are supported with board papers, providing information necessary for the Board and Board Committees' deliberation to ensure the Directors can make informed decisions. All written resolutions approved by the Board will be tabled for notation at the next Board Meeting.</p> <p>The deliberations and conclusions of matters discussed in the Board or Board Committees meetings are duly recorded in the minutes of meetings. The draft minutes are circulated for the Board or Committee Chairman's review within a reasonable timeframe after the meetings. The minutes of meetings accurately captured the deliberations and decisions of the Board and/or the Board Committees, including whether any Director abstains from voting or deliberating on a particular matter. All the records of proceedings and resolutions passed are kept at the registered office of the Company.</p> <p>All Directors have full and unrestricted access to timely information about the Group. In addition, the Directors are also empowered to seek independent external professional advice at the expense of the Company, should they consider it necessary in the course of their duties.</p>

<b>Explanation for departure</b> :		
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
<b>Measure</b> :		
<b>Timeframe</b> :		

**Intended Outcome**

There is demarcation of responsibilities between the board, board committees and management.

There is clarity in the authority of the board, its committees and individual directors.

**Practice 2.1**

The board has a board charter which is periodically reviewed and published on the company’s website. The board charter clearly identifies–

- the respective roles and responsibilities of the board, board committees, individual directors and management; and
- issues and decisions reserved for the board.

<b>Application</b>	:	Applied
<b>Explanation on application of the practice</b>	:	<p>The Board has established and adopted a Board Charter outlining the roles and responsibilities of the Board in accordance with the principles of good corporate governance set out by regulatory authorities.</p> <p>The Board Charter shall be reviewed periodically by the to ensure its relevance in assisting the Board in the discharge of duties while adhering to any changes that may have arisen in corporate laws and regulations.</p> <p>In the FYE 2025, the Board Charter was enhanced to incorporate considerations relating to sustainability-related and climate-related risks and opportunities. This included updates to the duties and responsibilities of the Board, as well as the formalisation of the Sustainability Steering Committee to support oversight of these matters. In addition, Directors will also be required to undergo periodic training to strengthen their understanding of sustainability-related and climate-related risks and opportunities to enable more informed decision-making at the Board level.</p> <p>The Board Charter is accessible on EMCC’s corporate website at <a href="https://emc.capital/">https://emc.capital/</a>.</p>
<b>Explanation for departure</b>	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
<b>Measure</b>	:	

<b>Timeframe</b>	:		
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### Intended Outcome

The board is committed to promoting good business conduct and maintaining a healthy corporate culture that engenders integrity, transparency and fairness.

The board, management, employees and other stakeholders are clear on what is considered acceptable behaviour and practice in the company.

### Practice 3.1

The board establishes a Code of Conduct and Ethics for the company, and together with management implements its policies and procedures, which include managing conflicts of interest, preventing the abuse of power, corruption, insider trading and money laundering.

The Code of Conduct and Ethics is published on the company's website.

<b>Application</b>	:	Applied
<b>Explanation on application of the practice</b>	:	<p>The Board formalised and adopted a Code of Conduct and Ethics for Directors in order to adhere to the general principles and standards of business conduct and ethical behaviour in the performance and exercise of their responsibilities as Directors of the Company in order to uphold good corporate integrity which ultimately serves as a ground rule to the employees of the Company in their discharge of respective duties and responsibilities.</p> <p>The Code of Conduct and Ethics will be reviewed from time to time to ensure the information remains relevant and appropriate. The Code of Conduct and Ethics is available on the Company's website at <a href="https://emc.capital/">https://emc.capital/</a>.</p>
<b>Explanation for departure</b>	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
<b>Measure</b>	:	
<b>Timeframe</b>	:	

### Intended Outcome

The board is committed to promoting good business conduct and maintaining a healthy corporate culture that engenders integrity, transparency and fairness.

The board, management, employees and other stakeholders are clear on what is considered acceptable behaviour and practice in the company.

### Practice 3.2

The board establishes, reviews and together with management implements policies and procedures on whistleblowing.

<b>Application</b>	:	Applied
<b>Explanation on application of the practice</b>	:	<p>The Board has adopted a Whistleblowing Policy, in line with the Group’s commitment to uphold values and highest standards of ethics and integrity in our business conducts. It provides an avenue for employees and members of the public to disclose any improper conduct committed or about to be committed in accordance with the procedures provided under the policy.</p> <p>The Whistleblowing Policy outlines protection to the whistleblower, the confidentiality and safeguarding in dealing with such disclosure or report, the communication channels, and the procedural flow of making the disclosure or report.</p> <p>The whistleblower can provide details on the suspected misconduct or breach of law by filling up the Whistle Blowing Form, which can be downloaded from the Group’s website.</p> <p>The Board will review and update the Whistleblowing Policy at least once every three (3) years to ensure its effectiveness and consistency with the governing legislation and regulatory requirements.</p> <p>The Whistleblowing Policy is accessible on EMCC’s corporate website at <a href="https://emc.capital/">https://emc.capital/</a>.</p>
<b>Explanation for departure</b>	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
<b>Measure</b>	:	
<b>Timeframe</b>	:	

### Intended Outcome

The company addresses sustainability risks and opportunities in an integrated and strategic manner to support its long-term strategy and success.

### Practice 4.1

The board together with management takes responsibility for the governance of sustainability in the company including setting the company's sustainability strategies, priorities and targets.

The board takes into account sustainability considerations when exercising its duties including among others the development and implementation of company strategies, business plans, major plans of action and risk management.

Strategic management of material sustainability matters should be driven by senior management.

<b>Application</b>	:	Applied
<b>Explanation on application of the practice</b>	:	<p>The Board recognises that sustainable development is a key component of the Group's operations and long-term strategy, guiding the adoption of responsible practices that advance the Group's Economic, Environmental, and Social (EES) agenda.</p> <p>In collaboration with Management, the Board provides oversight of sustainability governance, setting the overall strategy, approving corporate policies, and monitoring performance, while Management ensures effective implementation and tracks progress toward achieving key sustainability targets.</p> <p>Furthermore, the ARMC is tasked with supporting the Board in monitoring the Company's sustainability initiatives and reporting, anchored in the Environmental, Social, and Governance (ESG) framework.</p>
<b>Explanation for departure</b>	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
<b>Measure</b>	:	
<b>Timeframe</b>	:	

**Intended Outcome**

The company addresses sustainability risks and opportunities in an integrated and strategic manner to support its long-term strategy and success.

**Practice 4.2**

The board ensures that the company’s sustainability strategies, priorities and targets as well as performance against these targets are communicated to its internal and external stakeholders.

<b>Application</b>	:	Applied	
<b>Explanation on application of the practice</b>	:	<p>The Board believes that strong stakeholder alliances are crucial for the Company’s growth and sustainability. Regular engagement, communication and feedback from stakeholders are essential to driving the Company’s success.</p> <p>EMCC’s sustainability strategies, priorities, targets, and performance are publicly communicated to our internal and external stakeholders via the Sustainability Statement in the Group’s Annual Report and corporate website at <a href="https://emc.capital/">https://emc.capital/</a>.</p>	
<b>Explanation for departure</b>	:		
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>			
<b>Measure</b>	:		
<b>Timeframe</b>	:		

### Intended Outcome

The company addresses sustainability risks and opportunities in an integrated and strategic manner to support its long-term strategy and success.

### Practice 4.3

The board takes appropriate action to ensure they stay abreast with and understand the sustainability issues relevant to the company and its business, including climate-related risks and opportunities.

<b>Application</b>	:	Applied
<b>Explanation on application of the practice</b>	:	<p>The Board, through the NRC, assessed the training programmes attended by each Director during the financial year to ensure they are kept abreast with the latest developments in industry as well as the sustainability issues relevant to the Group, including factors that are driving climate change, sustainable finance and achieving a sustainable business model.</p> <p>In line with its commitment to continuous learning, the Board has taken initiatives to stay updated on sustainability-related matters during the year, including attending training focused on ESG topics.</p> <p>The training programmes attended by each Directors for the FYE 2025 are set out in the Corporate Governance Overview Statement of the Annual Report 2025.</p> <p>The Company Secretaries keep the Board regularly informed of updates to the Listing Requirements and other regulatory obligations, based on circulars received from Bursa Securities or other regulators. They also provide guidance on corporate disclosures and compliance matters relevant to the Company.</p>
<b>Explanation for departure</b>	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
<b>Measure</b>	:	
<b>Timeframe</b>	:	

**Intended Outcome**

The company addresses sustainability risks and opportunities in an integrated and strategic manner to support its long-term strategy and success.

**Practice 4.4**

Performance evaluations of the board and senior management include a review of the performance of the board and senior management in addressing the company’s material sustainability risks and opportunities.

<b>Application</b>	:	Applied	
<b>Explanation on application of the practice</b>	:	<p>The Board and the Senior Management collectively address the Company’s material matters and its inherent risks and opportunities, while at the same time addressing it through appropriate mitigating measures, to ensure the Company continues to generate healthy returns for its shareholders.</p> <p>The performance evaluation of the Board in addressing the Group’s strategic and business plans which promote sustainability materials matters was evaluated through the annual Board’s effectiveness evaluation for the FYE 2025.</p> <p>Whereas for the Senior Management team, it is part of their key performance indicators which are reviewed annually.</p>	
<b>Explanation for departure</b>	:		
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>			
<b>Measure</b>	:		
<b>Timeframe</b>	:		

**Intended Outcome**

The company addresses sustainability risks and opportunities in an integrated and strategic manner to support its long-term strategy and success.

**Practice 4.5- Step Up**

The board identifies a designated person within management, to provide dedicated focus to manage sustainability strategically, including the integration of sustainability considerations in the operations of the company.

*Note: The explanation on adoption of this practice should include a brief description of the responsibilities of the designated person and actions or measures undertaken pursuant to the role in the financial year.*

<b>Application</b>	:	Not Adopted
<b>Explanation on adoption of the practice</b>	:	

## Intended Outcome

Board decisions are made objectively in the best interests of the company taking into account diverse perspectives and insights.

## Practice 5.1

The Nomination Committee should ensure that the composition of the board is refreshed periodically. The tenure of each director should be reviewed by the Nomination Committee and annual re-election of a director should be contingent on satisfactory evaluation of the director's performance and contribution to the board.

<b>Application</b>	:	Applied
<b>Explanation on application of the practice</b>	:	<p>The NRC is responsible for overseeing the overall composition of the Board in terms of size, a mix of skills, experience and core competencies, as well as the balance between the Executive Directors and Independent Non-Executive Directors.</p> <p>The effectiveness of the Board as a whole and the contribution of each Director to the effectiveness of the Board and the contribution of the Board's various committees will be assessed on an annual basis.</p> <p>The Board is fully aware that the tenure of an Independent Director shall not exceed a cumulative term of nine (9) years as recommended by the Malaysian Code on Corporate Governance ("<b>MCCG</b>"). However, if the Board intends to retain a Director who has served as an Independent Director of the Company for a cumulative term of more than nine (9) years, the Board must justify its decision and seek the shareholders' approval through a two-tier voting process at the general meeting.</p> <p>During the FYE 2025, none of the Directors has served the Board as an Independent Director of the Company for a cumulative term of more than nine (9) years.</p> <p>In addition, the Directors' Fit and Proper Policy serves as a guide to the NRC and the Board for the appointment and re-election of Directors of the Group. The Directors' Fit and Proper Policy is published on the Company's corporate website at <a href="https://emc.capital/">https://emc.capital/</a>.</p>
<b>Explanation for departure</b>	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
<b>Measure</b>	:	

<b>Timeframe</b>	:		
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### Intended Outcome

Board decisions are made objectively in the best interests of the company taking into account diverse perspectives and insights.

### Practice 5.2

At least half of the board comprises independent directors. For Large Companies, the board comprises a majority independent directors.

<b>Application</b>	:	Applied
<b>Explanation on application of the practice</b>	:	<p>The Board currently comprises eight (8) members, comprising three (3) Non-Independent Non-Executive Directors, one (1) Non-Independent Non-Executive Directors and four (4) Independent Non-Executive Directors, as set out in below:</p> <ul style="list-style-type: none"><li>• <b>Tan Sri Dato' Sri Dr Abdul Aziz bin Abdul Rahman</b> <i>Independent Non-Executive Chairman</i></li><li>• <b>Dato' Low Kok Chuan</b> <i>Non- Independent Executive Director/ Group Managing Director</i></li><li>• <b>Datin Tea Guat Ngo</b> <i>Non-Independent Executive Director</i></li><li>• <b>Low Kai Loon</b> <i>Non-Independent Executive Director</i></li><li>• <b>Datin Fadzlullaily Binti Yakob</b> <i>Non-Independent Non-Executive Director</i></li><li>• <b>Chow Lai Mun</b> <i>Independent Non-Executive Director</i></li><li>• <b>Hong Boon Toh</b> <i>Independent Non-Executive Director</i></li><li>• <b>Kenneth Chai Chuan Teong</b> <i>Independent Non-Executive Director</i></li></ul> <p>The Company complies with the Rule 15.02 of the Listing Requirements of Bursa Securities and Practice 5.2 of the MCGG as half (50%) of the Board comprises Independent Directors. All the Independent Directors are satisfied with the independence test under the Listing Requirements of Bursa Securities.</p>
<b>Explanation for departure</b>	:	

*Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.*

<b>Measure</b> :		
<b>Timeframe</b> :		

### Intended Outcome

Board decisions are made objectively in the best interests of the company taking into account diverse perspectives and insights.

### Practice 5.3

The tenure of an independent director does not exceed a cumulative term limit of nine years. Upon completion of the nine years, an independent director may continue to serve on the board as a non-independent director.

If the board intends to retain an independent director beyond nine years, it should provide justification and seek annual shareholders' approval through a two-tier voting process.

<b>Application</b>	:	Applied
<b>Explanation on application of the practice</b>	:	<p>The Board has adopted the policy that the tenure of an ID shall not exceed a cumulative term limit of nine (9) years.</p> <p>EMCC's Board Charter states that all Directors, including IDs, shall retire from office at least once every three (3) years, but shall be eligible for re-election. This ensures that the tenure of IDs do not exceed a cumulative term limit of nine (9) years in accordance with Practice 5.3 of MCCG 2021. Currently, all members of the Board have served for less than five (5) years on the Board.</p> <p>Upon completion of the nine (9) years, an ID may continue to serve on the Board as a Non-ID upon the recommendation of the NRC to the Board for approval. If the Board intends to retain an ID beyond nine (9) years, the Board should justify and seek annual shareholders' approval through a two-tier voting process.</p> <p>During the FYE 2025, none of the Directors has served the Board as Independent Director of the Company for a cumulative term of more than nine (9) years.</p>
<b>Explanation for departure</b>	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
<b>Measure</b>	:	
<b>Timeframe</b>	:	

**Intended Outcome**

Board decisions are made objectively in the best interests of the company taking into account diverse perspectives and insights.

**Practice 5.4 - Step Up**

The board has a policy which limits the tenure of its independent directors to nine years without further extension.

*Note: To qualify for adoption of this Step Up practice, a listed issuer must have a formal policy which limits the tenure of an independent director to nine years without further extension i.e. shareholders' approval to retain the director as an independent director beyond nine years.*

<b>Application</b>	:	Not Adopted
<b>Explanation on adoption of the practice</b>	:	

## Intended Outcome

Board decisions are made objectively in the best interests of the company taking into account diverse perspectives and insights.

## Practice 5.5

Appointment of board and senior management are based on objective criteria, merit and with due regard for diversity in skills, experience, age, cultural background and gender.

Directors appointed should be able to devote the required time to serve the board effectively. The board should consider the existing board positions held by a director, including on boards of non-listed companies. Any appointment that may cast doubt on the integrity and governance of the company should be avoided.

<b>Application</b>	:	Applied
<b>Explanation on application of the practice</b>	:	<p>The current Board composition reflects a balance of Executive Directors (“EDs”) and IDs, with a mix of qualified and experienced professionals from the fields of economics, engineering, audit and accounting, among others. The Directors have diverse backgrounds equipped with industry-specific knowledge and experience. The broad spectrum of skills and experience provide the strength needed to lead the Group forward to meet its goals. The Board is of the opinion that the Directors, with their various backgrounds and specialisations, collectively bring with them the required expertise and experience to discharge the Board’s duties and responsibilities. As such, the Group is led and guided by a skilled and capable Board.</p> <p>The Board has set out the criteria for selection of candidates for directorship in the Group, including Directors who are seeking for re-election. The NRC assists the Board in assessing the suitability of a candidate of a directorship based on various considerations, including objective criteria, merit and with due regard for diversity in skills, experience, age, cultural background and gender.</p> <p>The Board had adopted the Directors’ Fit and Proper Policy to ensure a transparent and rigorous process for the appointment and re-election of Directors of the Group. This policy is accessible on the Company’s website at <a href="https://emc.capital/">https://emc.capital/</a>.</p>
<b>Explanation for departure</b>	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
<b>Measure</b>	:	

<b>Timeframe</b>	:		
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### Intended Outcome

Board decisions are made objectively in the best interests of the company taking into account diverse perspectives and insights.

### Practice 5.6

In identifying candidates for appointment of directors, the board does not solely rely on recommendations from existing board members, management or major shareholders. The board utilises independent sources to identify suitably qualified candidates.

If the selection of candidates was based on recommendations made by existing directors, management or major shareholders, the Nominating Committee should explain why these source(s) suffice and other sources were not used.

<b>Application</b>	:	Applied
<b>Explanation on application of the practice</b>	:	<p>The Board remains committed to upholding high standards of governance in regard to new appointments to the Board to ensure that the Board consists of Directors who possess the skillsets, competencies and experience, to complement the Board as a whole.</p> <p>The Board ensures considerations are taken based on objective criteria such as the candidate's experience, integrity, independence, possession of the required skill, professionalism and expertise that add value to the Board, in identifying suitable candidates.</p> <p>The Board will utilise a variety of approaches and sources available to identify suitable candidates, which may include sourcing from Directors' network, recommendation of major shareholders, as well as independent sources.</p> <p>The NRC performs its duties in respect of the selection, nomination, and appointment process of Directors to the Board under relevant laws and regulations.</p> <p>The policies and procedures for the recruitment and appointments of new Directors are guided by the TOR of the NRC and the Directors' Fit and Proper Policy of the Company.</p>
<b>Explanation for departure</b>	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
<b>Measure</b>	:	

<b>Timeframe</b>	:		
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### Intended Outcome

Board decisions are made objectively in the best interests of the company taking into account diverse perspectives and insights.

### Practice 5.7

The board should ensure shareholders have the information they require to make an informed decision on the appointment and reappointment of a director. This includes details of any interest, position or relationship that might influence, or reasonably be perceived to influence, in a material respect their capacity to bring an independent judgement to bear on issues before the board and to act in the best interests of the listed company as a whole. The board should also provide a statement as to whether it supports the appointment or reappointment of the candidate and the reasons why.

<b>Application</b>	:	Applied	
<b>Explanation on application of the practice</b>	:	<p>The Board strives to provide timely and transparent disclosures to shareholders. The profiles of EMCC's Directors are published in the Annual Report and on the corporate website. These include information such as their age, gender, nationality, qualification, date of first appointment to the Board, and current directorships outside of EMCC, among others. Meanwhile, shareholders are kept updated and informed of any changes in the Board via the Company's announcements on Bursa Securities' website.</p> <p>In FYE 2025, the assessment in relation to the re-appointment of retiring Directors was reviewed by the NRC and recommended to the Board for approval. Their re-appointment was noted and supported by the Board upon satisfactory assessment and with recommendation by the NRC, before bringing the resolution for shareholders' approval at the Annual General Meeting ("AGM").</p>	
<b>Explanation for departure</b>	:		
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>			
<b>Measure</b>	:		
<b>Timeframe</b>	:		

**Intended Outcome**

Board decisions are made objectively in the best interests of the company taking into account diverse perspectives and insights.

**Practice 5.8**

The Nominating Committee is chaired by an Independent Director or the Senior Independent Director.

<b>Application</b>	:	Applied	
<b>Explanation on application of the practice</b>	:	The NRC currently comprises three (3) Non-Executive Directors and chaired by Mr. Kenneth Chai Chuan Teong, Independent Non-Executive Director of our Company.	
<b>Explanation for departure</b>	:		
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>			
<b>Measure</b>	:		
<b>Timeframe</b>	:		

### Intended Outcome

Board decisions are made objectively in the best interests of the company taking into account diverse perspectives and insights.

### Practice 5.9

The board comprises at least 30% women directors.

<b>Application</b>	:	Applied
<b>Explanation on application of the practice</b>	:	<p>The Board supports gender diversity at all levels, including the Board. At present, the Board comprises eight (8) Directors, of whom three (3) are women:-</p> <ul style="list-style-type: none"><li>• <b>Datin Tea Guat Ngo</b> <i>Non-Independent Executive Director</i></li><li>• <b>Datin Fadzlullaily binti Yakob</b> <i>Non-Independent Non-Executive Director</i></li><li>• <b>Chow Lai Mun</b> <i>Independent Non-Executive Director</i></li></ul> <p>This constitutes 37.5% of woman representation on the Board, exceeding the 30% recommendation by the MCCG.</p>
<b>Explanation for departure</b>	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
<b>Measure</b>	:	
<b>Timeframe</b>	:	

### Intended Outcome

Board decisions are made objectively in the best interests of the company taking into account diverse perspectives and insights.

### Practice 5.10

The board discloses in its annual report the company's policy on gender diversity for the board and senior management.

<b>Application</b>	:	Applied
<b>Explanation on application of the practice</b>	:	<p>The Board recognises the value of developing and increasing the number of women on the Board and Senior Management ("SM") roles in the Company and hence, formalised and adopted a Gender Diversity Policy which provides a framework for the Company to improve its gender diversity at the Board and SM level.</p> <p>The Company acknowledges the importance to promote gender diversity at the Board and SM level and will actively work towards having more female Directors and SM. However, to avoid any mismatch and ineffective appointment of the female Directors and SM, the Company does not set any specific target for female Directors and SM in this policy.</p> <p>The Gender Diversity Policy is published on the Company's website at <a href="https://emc.capital/">https://emc.capital/</a>.</p>
<b>Explanation for departure</b>	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
<b>Measure</b>	:	
<b>Timeframe</b>	:	

## Intended Outcome

Stakeholders are able to form an opinion on the overall effectiveness of the board and individual directors.

### Practice 6.1

The board should undertake a formal and objective annual evaluation to determine the effectiveness of the board, its committees and each individual director. The board should disclose how the assessment was carried out its outcome, actions taken and how it has or will influence board composition.

For Large Companies, the board engages an independent expert at least every three years, to facilitate objective and candid board evaluation.

<i>Note: For a Large Company to qualify for adoption of this practice, it must undertake annual board evaluation and engage an independent expert at least every three years to facilitate the evaluation.</i>					
<b>Application</b>	: Applied				
<b>Explanation on application of the practice</b>	: <p>The Company has in place a formal process for assessment of the effectiveness of the Board and the Board Committees as a whole and the contribution by each Director, including the independence of the Independent Non-Executive Director to the effectiveness of the Board and Committees, making reference to the guides available and the good corporate governance compliance.</p> <p>The assessment of the Board and Board Committees is performed on a Board review whilst the assessment of the individual Directors is performed on a peer review basis. Each Director is provided with the assessment forms for their completion prior to the meeting. The results of all assessments and comments by the Directors are summarised and deliberated at the NRC meeting and thereafter the NRC's Chairman will report the results and deliberation to the Board.</p> <p>The annual assessment criteria of the Board and Board Committees and individual Directors were updated to stay aligned with the MCCG practices. The areas covered in the aforesaid annual assessment criteria are as follows:</p> <table border="1"> <thead> <tr> <th>Evaluation</th> <th>Assessment Criteria</th> </tr> </thead> <tbody> <tr> <td>Board and Board Committees as a whole</td> <td> <ul style="list-style-type: none"> <li>• Role of the Chairman and Executive Director</li> <li>• Board balance, size and composition</li> <li>• Board structure and procedures</li> <li>• Relationship of the Board to Management</li> <li>• Quality and supply of information to the Board/Board's Committees</li> <li>• Access to information and advice</li> </ul> </td> </tr> </tbody> </table>	Evaluation	Assessment Criteria	Board and Board Committees as a whole	<ul style="list-style-type: none"> <li>• Role of the Chairman and Executive Director</li> <li>• Board balance, size and composition</li> <li>• Board structure and procedures</li> <li>• Relationship of the Board to Management</li> <li>• Quality and supply of information to the Board/Board's Committees</li> <li>• Access to information and advice</li> </ul>
Evaluation	Assessment Criteria				
Board and Board Committees as a whole	<ul style="list-style-type: none"> <li>• Role of the Chairman and Executive Director</li> <li>• Board balance, size and composition</li> <li>• Board structure and procedures</li> <li>• Relationship of the Board to Management</li> <li>• Quality and supply of information to the Board/Board's Committees</li> <li>• Access to information and advice</li> </ul>				

		<ul style="list-style-type: none"> <li>• Accountability for financial reporting, internal control and sustainability risk and opportunities</li> <li>• Relation with Auditors/Shareholders/ Investors</li> <li>• Use of Board Committees</li> <li>• Directors' training</li> </ul>
	ARMC	<ul style="list-style-type: none"> <li>• Composition and quality</li> <li>• Oversight of the financial reporting process, including internal controls</li> <li>• Understanding the business, including risk and control environment</li> <li>• Access to information and advice</li> <li>• Oversight of audit functions</li> <li>• Compliance with corporate governance</li> <li>• External Auditors</li> <li>• Staying abreast on issues</li> <li>• Report and recommendations</li> </ul>
	Executive Directors	<ul style="list-style-type: none"> <li>• Financial</li> <li>• Strategic and sustainability</li> <li>• Conformance and compliance</li> <li>• Business acumen/increasing shareholders' wealth</li> <li>• Succession planning</li> <li>• Personal input to the role</li> </ul>
	Non-Executive Directors	<ul style="list-style-type: none"> <li>• Attendance at Board and/or Board Committees' meetings</li> <li>• Adequate preparation for Board and/or Board Committees' meetings</li> <li>• Regular contribution to Board and/or Board Committees' meetings</li> <li>• Personal input to the role</li> </ul>
	<p>In respect of the annual performance evaluation for the FYE 2025, it was concluded that:</p> <p>(a) the Board and Board Committees discharged their duties and responsibilities effectively; and</p> <p>(b) each Director continued to perform effectively and demonstrated commitment to his/her role.</p> <p>The Board is satisfied with the current evaluation process. The Board will continue to review the Board's evaluation process as and when necessary to ensure it remains a valuable feedback mechanism for improving the Board's effectiveness.</p>	

<b>Explanation for departure</b> :		
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
<b>Measure</b> :		
<b>Timeframe</b> :		

## Intended Outcome

The level and composition of remuneration of directors and senior management take into account the company's desire to attract and retain the right talent in the board and senior management to drive the company's long-term objectives.

Remuneration policies and decisions are made through a transparent and independent process.

## Practice 7.1

The board has remuneration policies and procedures to determine the remuneration of directors and senior management, which takes into account the demands, complexities and performance of the company as well as skills and experience required. The remuneration policies and practices should appropriately reflect the different roles and responsibilities of non-executive directors, executive directors and senior management. The policies and procedures are periodically reviewed and made available on the company's website.

<b>Application</b>	:	Applied
<b>Explanation on application of the practice</b>	:	<p>The Board had adopted a Remuneration Policy and Procedures of Directors and SM which serves as a guide for the Board and the NRC to determine the remuneration of Directors and SM of the Company. The Remuneration Policy is available on the Company's website at <a href="https://emc.capital/">https://emc.capital/</a>.</p> <p>The Board delegates to the NRC the responsibility to set the principles, parameters, and framework relating to the Group's remuneration matters. Each Director is to be fairly remunerated for their contribution, taking into account corporate and individual performance.</p> <p>The remuneration package of the EDs includes fixed salaries, bonuses, and other emoluments, among others. The EDs concerned do not play a part in deciding the remuneration package and shall refrain from discussions relating to their remuneration. The NRC will recommend the remuneration package to the Board for the Board's review.</p> <p>Meanwhile, Non-EDs, including INEDs, shall be paid fixed fees and meeting allowances. The Board as a whole, with the assistance of the NRC, determines the fees and allowances for INEDs, with each Director concerned abstaining from any decision with regards to his or her own remuneration. The Directors' annual fees shall reflect their respective job scopes and levels of responsibilities.</p> <p>The aggregate annual Directors' fees and other benefits payable are to be approved by shareholders at the AGM based on recommendations of the Board.</p>
<b>Explanation for departure</b>	:	

<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
<b>Measure</b>	:	
<b>Timeframe</b>	:	

## Intended Outcome

The level and composition of remuneration of directors and senior management take into account the company's desire to attract and retain the right talent in the board and senior management to drive the company's long-term objectives.

Remuneration policies and decisions are made through a transparent and independent process.

## Practice 7.2

The board has a Remuneration Committee to implement its policies and procedures on remuneration including reviewing and recommending matters relating to the remuneration of board and senior management.

The Committee has written Terms of Reference which deals with its authority and duties and these Terms are disclosed on the company's website.

<b>Application</b>	:	Applied
<b>Explanation on application of the practice</b>	:	<p>The NRC currently comprises three (3) Non-Executive Directors and majority Independent Director of our Company.</p> <p>The duties and responsibilities of our RC as stated in its Terms of Reference, includes but not limited to the followings: -</p> <ol style="list-style-type: none"><li><b>Candidate Selection for Directorship:</b> Evaluate and recommend suitable candidates for director positions based on their skills, knowledge, professionalism, integrity, and ability to fulfil responsibilities, especially for Independent Directors.</li><li><b>Board Composition and Diversity:</b> Annually review and ensure a balanced mix of skills, business experiences, and diversity (gender, ethnicity, age) on the Board, while providing training programs for directors.</li><li><b>Performance Appraisal:</b> Assess the performance, experience, credibility, and effectiveness of each director, including Independent Directors, Managing Director, and Executive Directors, and document evaluations.</li><li><b>Decision-Making Effectiveness:</b> Evaluate each director's contribution to the Board's decision-making process, ensuring active and efficient functioning of the Board.</li><li><b>Committee Performance Review:</b> Review annually the performance of the Audit and Risk Management Committee and its members to ensure compliance with terms of reference.</li><li><b>Board and Committee Effectiveness:</b> Assess the overall effectiveness of the Board and its committees.</li><li><b>Independence of Directors:</b> Review and assess the independence of Independent Directors.</li><li><b>Re-Election/Re-Appointment Recommendation:</b> Recommend re-election/re-appointment of directors to the Board as per the company's Constitution.</li></ol>

	<p>9. <b>Succession Planning:</b> Oversee the development of succession planning for the Board and senior management.</p> <p>10. <b>Remuneration Packages:</b> Review and recommend appropriate remuneration packages for Group Managing Director, Executive Directors, and Non-Executive Directors, ensuring compliance with policies, guidelines, and legal requirements.</p> <p>11. <b>Remuneration Policy Formulation:</b> Formulate policies, guidelines, and criteria for remuneration packages for directors and senior management.</p> <p>12. <b>Fair and Appropriate Remuneration:</b> Ensure fair and appropriate remuneration for directors based on industry standards and individual performance.</p> <p>13. <b>Component Composition:</b> Determine the composition of remuneration components such as basic salary, bonus, and benefits for the Group Managing Director and Executive Directors.</p> <p>14. <b>Attractive Remuneration Packages:</b> Ensure remuneration levels are attractive to retain directors and link rewards to individual performance.</p> <p>15. <b>Compliance:</b> Ensure all remuneration packages comply with relevant laws, regulations, and guidelines.</p> <p>16. <b>Other Delegated Functions:</b> Attend to functions delegated by the Board for the benefit of the company and ensure effective discharge of duties.</p> <p>17. <b>Other Assignments:</b> Undertake additional functions or assignments delegated by the Board as needed.</p> <p>The TOR of the NRC is accessible on EMCC's corporate website at <a href="https://emc.capital/">https://emc.capital/</a>.</p>
<p><b>Explanation for departure</b> :</p>	
<p><i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i></p>	
<p><b>Measure</b> :</p>	
<p><b>Timeframe</b> :</p>	

**Intended Outcome**

Stakeholders are able to assess whether the remuneration of directors and senior management is commensurate with their individual performance, taking into consideration the company's performance.

**Practice 8.1**

There is detailed disclosure on named basis for the remuneration of individual directors. The remuneration breakdown of individual directors includes fees, salary, bonus, benefits in-kind and other emoluments.

<b>Application</b>	:	Applied
<b>Explanation on application of the practice</b>	:	In line with best corporate governance practices, the disclosure of the remuneration of Directors is made on a named basis in respect of the financial year ended 31 December 2025, as shown below and also in the Corporate Governance Overview Statement of the Annual Report 2025 of the Company.

No	Name	Directorate	Company ('000)							Group ('000)						
			Fee	Allowance	Salary	Bonus	Benefits-in-kind	Other emoluments	Total	Fee	Allowance	Salary	Bonus	Benefits-in-kind	Other emoluments	Total
1	Tan Sri Dato' Sri Dr Abdul Aziz bin Abdul Rahman (Appointed on 1 February 2026)	Independent Director	-	-	-	-	-	-	-	-	-	-	-	-	-	-
2	Dato' Low Kok Chuan	Executive Director	-	-	600	30	-	82.5	712.5	-	-	600	30	-	82.5	712.5
3	Datin Tea Guat Ngo	Executive Director	-	-	420	25	-	58.5	503.5	-	-	420	25	-	58.5	503.5
4	Low Kai Loon	Executive Director	-	-	384	25	-	55.3	464.3	-	-	384	25	-	55.3	464.3
5	Datin Fadzlullaily binti Yakob	Non-Executive Non-Independent Director	60	-	-	-	-	-	60	60	-	-	-	-	-	60
6	Chow Lai Mun	Independent Director	72	-	-	-	-	-	72	72	-	-	-	-	-	72
7	Hong Boon Toh	Independent Director	60	-	-	-	-	-	60	60	-	-	-	-	-	60
8	Kenneth Chai Chuan Teong	Independent Director	60	-	-	-	-	-	60	60	-	-	-	-	-	60
9	Dato' Mohd Azfar bin Mohamed (Resigned on 31 October 2025)	Independent Director	50	-	-	-	-	-	50	50	-	-	-	-	-	50
10	Input info here	Choose an item.	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here
11	Input info here	Choose an item.	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here
12	Input info here	Choose an item.	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here

13	Input info here	Choose an item.	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here
14	Input info here	Choose an item.	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here
15	Input info here	Choose an item.	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here

### Intended Outcome

Stakeholders are able to assess whether the remuneration of directors and senior management is commensurate with their individual performance, taking into consideration the company's performance.

### Practice 8.2

The board discloses on a named basis the top five senior management's remuneration component including salary, bonus, benefits in-kind and other emoluments in bands of RM50,000.

<b>Application</b>	:	Applied – the company discloses the remuneration of members senior management who are not members of the board	
<b>Explanation on application of the practice</b>	:	The Key Senior Management's remuneration, who are not Directors of the Company, for the FYE 2025 are set out below and also in the Corporate Governance Overview Statement of the Annual Report 2025 of the Company.	
<b>Explanation for departure</b>	:		
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>			
<b>Measure</b>	:		
<b>Timeframe</b>	:		

No	Name	Position	Company					
			Salary	Allowance	Bonus	Benefits	Other emoluments	Total
1	Sing Suk Fuen	Chief Executive Officer	350,001-400,000	Choose an item.	0-50,000	Choose an item.	0-50,000	450,001-500,000
2	Tan Chai Seong	Chief Operating Officer	250,001-300,000	Choose an item.	0-50,000	Choose an item.	0-50,000	350,001-400,000
3	Hee Chee Keong	Chief Financial Officer	350,001-400,000	Choose an item.	0-50,000	Choose an item.	0-50,000	400,001-450,000
4	Input info here	Input info here	Choose an item.	Choose an item.	Choose an item.	Choose an item.	Choose an item.	Choose an item.
5	Input info here	Input info here	Choose an item.	Choose an item.	Choose an item.	Choose an item.	Choose an item.	Choose an item.

**Intended Outcome**

Stakeholders are able to assess whether the remuneration of directors and senior management is commensurate with their individual performance, taking into consideration the company's performance.

**Practice 8.3 - Step Up**

Companies are encouraged to fully disclose the detailed remuneration of each member of senior management on a named basis.

<b>Application</b>	:	Adopted
<b>Explanation on adoption of the practice</b>	:	The remuneration of the Key Senior Management personnel in respect of the FYE 2025 are set out in the table below and also in the Corporate Governance Overview Statement of the Annual Report 2025 of the Company.

No	Name	Position	Company ('000)					
			Salary	Allowance	Bonus	Benefits	Other emoluments	Total
1	Sing Suk Fuen	Chief Executive Officer	384	-	25	-	54.9	463.9
2	Tan Chai Seong	Chief Operating Officer	300	-	18	1.2	43.2	362.4
3	Hee Chee Keong	Chief Financial Officer	360	-	23.4	1.2	51.6	436.2
4	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here
5	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here

**Intended Outcome**

There is an effective and independent Audit Committee.

The board is able to objectively review the Audit Committee's findings and recommendations.  
The company's financial statement is a reliable source of information.

**Practice 9.1**

The Chairman of the Audit Committee is not the Chairman of the board.

<b>Application</b>	:	Applied	
<b>Explanation on application of the practice</b>	:	<p>The ARMC Chairperson is Ms. Chow Lai Mun, whilst the Board is chaired by Tan Sri Dato' Sri Dr Abdul Aziz bin Abdul Rahman. This ensures that the Board is able to objectively review audit findings and recommendations.</p> <p>This segregation of duties ensures the effectiveness and independence of the ARMC and enabled the Board to objectively review the ARMC's findings and recommendations.</p>	
<b>Explanation for departure</b>	:		
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>			
<b>Measure</b>	:		
<b>Timeframe</b>	:		

**Intended Outcome**

There is an effective and independent Audit Committee.

The board is able to objectively review the Audit Committee’s findings and recommendations. The company’s financial statement is a reliable source of information.

**Practice 9.2**

The Audit Committee has a policy that requires a former partner of the external audit firm of the listed company to observe a cooling-off period of at least three years before being appointed as a member of the Audit Committee.

<b>Application</b>	:	Applied	
<b>Explanation on application of the practice</b>	:	<p>The Group recognises the need to uphold independence. The ARMC’s TOR has incorporated a policy that a person who is a former key audit partner of the external auditor of the Group must first observe a cooling-off period of at least three (3) years before he/she can be considered to be appointed as a director or a member of the ARMC of the Company.</p> <p>For the FYE 2025, there is no former key audit partner of the Group has been appointed to the Board or employed by the Group.</p>	
<b>Explanation for departure</b>	:		
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>			
<b>Measure</b>	:		
<b>Timeframe</b>	:		

### Intended Outcome

There is an effective and independent Audit Committee.

The board is able to objectively review the Audit Committee's findings and recommendations. The company's financial statement is a reliable source of information.

### Practice 9.3

The Audit Committee has policies and procedures to assess the suitability, objectivity and independence of the external auditor to safeguard the quality and reliability of audited financial statements.

<b>Application</b>	:	Applied
<b>Explanation on application of the practice</b>	:	<p>The ARMC is responsible in assisting the Board in assuring the independence of the Group's external auditors, including reviewing the audit plan, internal controls, and audit reports.</p> <p>The ARMC is granted explicit authority to investigate any activity within its TOR and has full, unrestricted access to all information and resources to perform its duties.</p> <p>Under its TOR, the ARMC is responsible for the nomination, appointment, and re-appointment of external auditors, including the audit fees.</p> <p>The ARMC is accorded the authority to meet with the external auditors without the presence of EDs, at least twice (2) a year.</p> <p>During FYE 2025, the external auditor had confirmed to the ARMC members of their independence throughout the conduct of the audit engagement for FYE 2025 with the Group in accordance with the independence criteria set out under the By Laws (on Professional Ethics, Conduct and Practice) of the Malaysian Institute of Accountants and the International Ethics Standards Board for Accountants' Code of Ethics for Professional Accountants.</p> <p>The ARMC assessed the objectivity, independence and service quality of the External Auditors for the FYE 2025 and concluded that the External Auditors were of competence and had provided the necessary quality of service to continue serving the Company and the Group. The ARMC is satisfied with the performance, suitability and independence of the External Auditors of the Company.</p> <p>In turn, recommended the same for shareholders' approval at the forthcoming Fourth (4<sup>th</sup>) AGM of the Company.</p>
<b>Explanation for departure</b>	:	

<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
<b>Measure</b>	:	
<b>Timeframe</b>	:	

### Intended Outcome

There is an effective and independent Audit Committee.

The board is able to objectively review the Audit Committee's findings and recommendations.  
The company's financial statement is a reliable source of information.

### Practice 9.4 - Step Up

The Audit Committee should comprise solely of Independent Directors.

<b>Application</b>	:	Adopted
<b>Explanation on adoption of the practice</b>	:	<p>The ARMC currently comprises three (3) members, all of whom are IDs:</p> <ul style="list-style-type: none"><li>• <b>Chow Lai Mun (Chairperson)</b> <i>Independent Non-Executive Director</i></li><li>• <b>Hong Boon Toh (Member)</b> <i>Independent Non-Executive Director</i></li><li>• <b>Kenneth Chai Chuan Teong (Member)</b> <i>Independent Non-Executive Director</i></li></ul>

### Intended Outcome

There is an effective and independent Audit Committee.

The board is able to objectively review the Audit Committee's findings and recommendations. The company's financial statement is a reliable source of information.

### Practice 9.5

Collectively, the Audit Committee should possess a wide range of necessary skills to discharge its duties. All members should be financially literate, competent and are able to understand matters under the purview of the Audit Committee including the financial reporting process.

All members of the Audit Committee should undertake continuous professional development to keep themselves abreast of relevant developments in accounting and auditing standards, practices and rules.

<b>Application</b>	:	Applied
<b>Explanation on application of the practice</b>	:	<p>The ARMC is chaired by Ms. Chow Lai Mun, who is a separate person from the Chairman of the Board and is a member of the Malaysian Institute of Accountants. The ARMC consists of members with professional experience coming from various professions such as accounting, finance, economics, and taxation, enabling the ARMC to effectively perform their roles and responsibilities.</p> <p>All members of the ARMC are financially literate and have carried out their duties in accordance with the TOR of the AC.</p> <p>The ARMC members are expected to update their knowledge and enhance their skillsets continuously by attending training programmes from time to time, to keep themselves abreast of latest developments in accounting and auditing standards, practices, rules and regulations. The list of trainings/seminars/conferences attended by members of the ARMC is disclosed in the Corporate Governance Overview Statement of EMCC's Annual Report FYE 2025.</p>
<b>Explanation for departure</b>	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
<b>Measure</b>	:	

<b>Timeframe</b>	:		
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### Intended Outcome

Companies make informed decisions about the level of risk they want to take and implement necessary controls to pursue their objectives.

The board is provided with reasonable assurance that adverse impact arising from a foreseeable future event or situation on the company's objectives is mitigated and managed.

### Practice 10.1

The board should establish an effective risk management and internal control framework.

<b>Application</b>	:	Applied
<b>Explanation on application of the practice</b>	:	<p>The Board has authorised the ARMC to provide oversight on the establishment and implementation of a risk management framework and reviewing the effectiveness of the framework in identifying and managing risks and internal processes, which include but not limited to ensuring the adequacy of risk management policy and infrastructure to facilitate the implementation of action plans for risk management.</p> <p>The objectives of this framework are to ensure that the quality of the Group's offerings is sustained, while monitoring the risk culture and processes across the Group, to secure opportunities and manage risks that might affect the Group's reputation and strategic goals.</p> <p>The Statement on Risk Management and Internal Controls ("SORMIC") is set out in EMCC's Annual Report 2025, providing an overview of the state of internal controls and risk management system within the Group.</p>
<b>Explanation for departure</b>	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
<b>Measure</b>	:	
<b>Timeframe</b>	:	

### Intended Outcome

Companies make informed decisions about the level of risk they want to take and implement necessary controls to pursue their objectives.

The board is provided with reasonable assurance that adverse impact arising from a foreseeable future event or situation on the company's objectives is mitigated and managed.

### Practice 10.2

The board should disclose the features of its risk management and internal control framework, and the adequacy and effectiveness of this framework.

<b>Application</b>	:	Applied
<b>Explanation on application of the practice</b>	:	<p>Risk Management is regarded by the Board to be a vital part of the system of internal control and good management practice that strengthens the business planning processes. The Group has an ongoing and systematic risk management process to identify, evaluate and manage the risks and to ensure that appropriate risk treatments are set in place for risk mitigation to achieve the Group's business objectives.</p> <p>The Board, through the ARMC, oversees the risk management matters of the Group, evaluating the adequacy and effectiveness of the Group's risk management and internal control systems.</p> <p>The disclosure of the features of its risk management and internal control framework, its adequacy and effectiveness are set out in the SORMIC in the Annual Report 2025.</p>
<b>Explanation for departure</b>	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
<b>Measure</b>	:	
<b>Timeframe</b>	:	

**Intended Outcome**

Companies make informed decisions about the level of risk they want to take and implement necessary controls to pursue their objectives.

The board is provided with reasonable assurance that adverse impact arising from a foreseeable future event or situation on the company's objectives is mitigated and managed.

**Practice 10.3 - Step Up**

The board establishes a Risk Management Committee, which comprises a majority of independent directors, to oversee the company's risk management framework and policies.

<b>Application</b>	:	Not Adopted
<b>Explanation on adoption of the practice</b>	:	

### Intended Outcome

Companies have an effective governance, risk management and internal control framework and stakeholders are able to assess the effectiveness of such a framework.

### Practice 11.1

The Audit Committee should ensure that the internal audit function is effective and able to function independently.

<b>Application</b>	:	Applied
<b>Explanation on application of the practice</b>	:	<p>The Board has authorised the ARMC to review the effectiveness of the internal audit function.</p> <p>The Group has outsourced its internal audit function to an independent financial services provider, Indah Corporate Governance Sdn. Bhd. ("Internal Auditor"), which assists the ARMC in the discharge of its duties. The Internal Auditor reports their findings on the risks and reliability of the internal control framework to the ARMC.</p> <p>The ARMC had carried out an annual performance assessment of the Internal Auditor for review of the independence, effectiveness, and efficiency of the Internal Auditors of the Group.</p> <p>The internal audit functions and activities carried out during the FYE 2025 are disclosed in the ARMC Report of the Annual Report 2025.</p>
<b>Explanation for departure</b>	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
<b>Measure</b>	:	
<b>Timeframe</b>	:	

## Intended Outcome

Companies have an effective governance, risk management and internal control framework and stakeholders are able to assess the effectiveness of such a framework.

## Practice 11.2

The board should disclose–

- whether internal audit personnel are free from any relationships or conflicts of interest, which could impair their objectivity and independence;
- the number of resources in the internal audit department;
- name and qualification of the person responsible for internal audit; and
- whether the internal audit function is carried out in accordance with a recognised framework.

<b>Application</b>	:	Applied
<b>Explanation on application of the practice</b>	:	<p>The Group has appointed Indah Corporate Governance Sdn. Bhd., a professional consulting firm, to undertake the internal audit function.</p> <p>Ms. Tay Lee Hoon is the executive director of Indah Corporate Governance Sdn. Bhd., responsible for the internal audits of our Company. She has more than 18 years of professional experience in tax, accounting and business consulting, IPO (Malaysia / Oversea), business valuation, restructuring, turnaround, due diligence, loan application, permit / licences application, tax incentive advisory, preparation of information memorandum, financial management reporting.</p> <p>The outsourced internal auditor assigned two personnel to perform internal audits for our Group.</p> <p>The outsourced internal audit performs their work by referring to a recognised framework, such as the International Professional Practices Framework issued by the Institute of Internal Auditors.</p> <p>The role of the Internal Auditor is to assist in reviewing the effectiveness of the internal control systems with regular review and appraisals whilst ensuring that there is an appropriate balance of control and risks throughout the Group in achieving its business objectives.</p> <p>The Internal Auditor reports directly to the ARMC and is given full access to documents relating to the Group and the Group's governance, financial statements and operational assessments. The Internal Auditor is free from any relationships or conflicts of interest, which could impair its objectivity and independence of the internal audit function, and does not have any direct operational responsibility or authority over any of the activities audited.</p> <p>Further details of the internal audit activities are disclosed in the ARMC Report and SORMIC of the Annual Report 2025.</p>

<b>Explanation for departure</b> :		
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
<b>Measure</b> :		
<b>Timeframe</b> :		

### Intended Outcome

There is continuous communication between the company and stakeholders to facilitate mutual understanding of each other's objectives and expectations.

Stakeholders are able to make informed decisions with respect to the business of the company, its policies on governance, the environment and social responsibility.

### Practice 12.1

The board ensures there is effective, transparent and regular communication with its stakeholders.

<b>Application</b>	:	Applied
<b>Explanation on application of the practice</b>	:	<p>The Board recognises the importance of effective dialogue with its stakeholders and is committed to utilise various channels to provide transparent and regular communication with shareholders and other stakeholders on various matters regarding the business, operations and financial performance of the Group.</p> <p>In line with best practices, the Board strives to disclose relevant information to stakeholders while being mindful of the legal and regulatory framework governing the release of material and price-sensitive information. The Group endeavours to maintain effective, transparent, and regular communication with its stakeholders through the following channels:</p> <ul style="list-style-type: none"><li>• Announcement on Bursa Securities</li></ul> <p>The Group strives to provide all material information publicly through Bursa Securities' website on a timely basis, which include quarterly results and full year financial results announcements, and other relevant material transactions undertaken by the Group.</p> <ul style="list-style-type: none"><li>• Corporate Website</li></ul> <p>Information of the Group is accessible through the Group's corporate website at <a href="https://emc.capital/">https://emc.capital/</a>, which has a dedicated Investor Relations section, providing updates on the Group, that is easily accessible by stakeholders.</p> <ul style="list-style-type: none"><li>• General Meeting</li></ul> <p>The general meeting also serves as a platform and principal forum for dialogue with shareholders, where they will be given the opportunity to clarify any matters on the proposed resolutions. Status of all resolutions tabled at the general meeting shall be made public and announced to Bursa Securities at the end of the meeting day. The Summary of Key Matters discussed will be summarised and published on the corporate website at <a href="https://emc.capital/">https://emc.capital/</a>.</p>

	<ul style="list-style-type: none"> <li>Annual Report</li> </ul> <p>The Group's Annual Report serves as an alternate channel of communication between the Group, its shareholders and stakeholders by outlining a series of comprehensive information of the Group, comprising business overview, financial performance, corporate governance, sustainability management, risk management, internal control system as well as the Group's prospects.</p>	
<b>Explanation for departure</b> :		
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
<b>Measure</b> :		
<b>Timeframe</b> :		

**Intended Outcome**

There is continuous communication between the company and stakeholders to facilitate mutual understanding of each other’s objectives and expectations.

Stakeholders are able to make informed decisions with respect to the business of the company, its policies on governance, the environment and social responsibility.

**Practice 12.2**

Large companies are encouraged to adopt integrated reporting based on a globally recognised framework.

<b>Application</b>	:	Not applicable – Not a Large Company	
<b>Explanation on application of the practice</b>	:		
<b>Explanation for departure</b>	:		
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>			
<b>Measure</b>	:		
<b>Timeframe</b>	:		

### Intended Outcome

Shareholders are able to participate, engage the board and senior management effectively and make informed voting decisions at General Meetings.

### Practice 13.1

Notice for an Annual General Meeting should be given to the shareholders at least 28 days prior to the meeting.

<b>Application</b>	:	Applied
<b>Explanation on application of the practice</b>	:	<p>EMCC's Third (3<sup>rd</sup>) AGM was held on 26 June 2025, and the Notice of AGM was dispatched to shareholders on 30 April 2025, at least twenty-eight (28) days' notice prior to the date of the AGM, thereby fulfilling MCCG's recommendation.</p> <p>Notifications were sent to all shareholders by way of letter or e-mail to inform that the Notice of 3<sup>rd</sup> AGM, Proxy Form, and Administrative Guide have been published on the Company's corporate website. In addition, the Notice of AGM will be advertised in the newspapers. The Notice was also made available via an announcement to Bursa Securities.</p> <p>The Notice of AGM provide a detailed explanation for the resolutions proposed along with any background information and reports or recommendation that are relevant, where required and necessary, to enable shareholders to make informed decisions in exercising their voting rights.</p> <p>EMCC's Fourth (4<sup>th</sup>) AGM is scheduled to be convened on 26 June 2026. The Group shall circulate the Notice of AGM at least 28 days before the AGM to enable shareholders to make adequate preparations before attending and participating in the AGM.</p>
<b>Explanation for departure</b>	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
<b>Measure</b>	:	
<b>Timeframe</b>	:	

### Intended Outcome

Shareholders are able to participate, engage the board and senior management effectively and make informed voting decisions at General Meetings.

### Practice 13.2

All directors attend General Meetings. The Chair of the Audit, Nominating, Risk Management and other committees provide meaningful response to questions addressed to them.

<b>Application</b>	:	Applied	
<b>Explanation on application of the practice</b>	:	<p>All Directors of the Company attended the 3<sup>rd</sup> AGM held on 26 June 2025. The senior management and External Auditors also attended the 3<sup>rd</sup> AGM physically.</p> <p>During the proceedings of the 3<sup>rd</sup> AGM, the Chairman invited shareholders to raise questions pertaining to the Company's audited financial statements and the other agenda items tabled for approval at the meeting. All questions raised by the shareholders were answered and addressed accordingly.</p> <p>All the Directors of the Company will always endeavour to attend all general meetings and will provide meaningful responses to questions addressed to them.</p>	
<b>Explanation for departure</b>	:		
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>			
<b>Measure</b>	:		
<b>Timeframe</b>	:		

### Intended Outcome

Shareholders are able to participate, engage the board and senior management effectively and make informed voting decisions at General Meetings.

### Practice 13.3

Listed companies should leverage technology to facilitate–

- voting including voting in absentia; and
- remote shareholders' participation at general meetings.

Listed companies should also take the necessary steps to ensure good cyber hygiene practices are in place including data privacy and security to prevent cyber threats.

<b>Application</b>	:	Departure
<b>Explanation on application of the practice</b>	:	
<b>Explanation for departure</b>	:	<p>The 3<sup>rd</sup> AGM was held physically. Where possible, the Company will make an effort to conduct its general meetings at a venue that is easily accessible for the convenience of the shareholders.</p> <p>Alternatively, the shareholders who are not able to attend the physical general meetings, are encouraged to appoint the Chairman or any person(s), as their proxy(ies) to attend, participate, speak and vote at the meetings on their behalf.</p>
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
<b>Measure</b>	:	Please explain the measure(s) the company has taken or intend to take to adopt the practice.
<b>Timeframe</b>	:	Choose an item.

**Intended Outcome**

Shareholders are able to participate, engage the board and senior management effectively and make informed voting decisions at General Meetings.

**Practice 13.4**

The Chairman of the board should ensure that general meetings support meaningful engagement between the board, senior management and shareholders. The engagement should be interactive and include robust discussion on among others the company’s financial and non-financial performance as well as the company’s long-term strategies. Shareholders should also be provided with sufficient opportunity to pose questions during the general meeting and all the questions should receive a meaningful response.

<i>Note: The explanation of adoption of this practice should include a discussion on measures undertaken to ensure the general meeting is interactive, shareholders are provided with sufficient opportunity to pose questions and the questions are responded to.</i>	
<b>Application</b> :	Applied
<b>Explanation on application of the practice</b> :	<p>The Chairman will ensure that general meetings support meaningful engagement between the Board, senior management, and shareholders. Opportunity is given to the shareholders to ask questions and seek clarification on various matters concerning the Group including the performance and direction moving forward.</p> <p>The representative of the external auditors and Sponsor will also be attending and participating in the general meetings of the Company to respond to the queries raised by the shareholders.</p>
<b>Explanation for departure</b> :	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>	
<b>Measure</b> :	
<b>Timeframe</b> :	

**Intended Outcome**

Shareholders are able to participate, engage the board and senior management effectively and make informed voting decisions at General Meetings.

**Practice 13.5**

The board must ensure that the conduct of a virtual general meeting (fully virtual or hybrid) support meaningful engagement between the board, senior management and shareholders. This includes having in place the required infrastructure and tools to support among others, a smooth broadcast of the general meeting and interactive participation by shareholders. Questions posed by shareholders should be made visible to all meeting participants during the meeting itself.

<i>Note: The explanation of adoption of this practice should include a discussion on measures undertaken to ensure the general meeting is interactive, shareholders are provided with sufficient opportunity to pose questions and the questions are responded to. Further, a listed issuer should also provide brief reasons on the choice of the meeting platform.</i>	
<b>Application</b> :	Not applicable – only physical general meetings were conducted in the financial year
<b>Explanation on application of the practice</b> :	
<b>Explanation for departure</b> :	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>	
<b>Measure</b> :	
<b>Timeframe</b> :	

**Intended Outcome**

Shareholders are able to participate, engage the board and senior management effectively and make informed voting decisions at General Meetings.

**Practice 13.6**

Minutes of the general meeting should be circulated to shareholders no later than 30 business days after the general meeting.

<i>Note: The publication of Key Matters Discussed is not a substitute for the circulation of minutes of general meeting.</i>	
<b>Application</b>	: Applied
<b>Explanation on application of the practice</b>	: The Minutes of the 3 <sup>rd</sup> AGM held on 26 June 2025 were published on EMCC's corporate website at <a href="https://emc.capital/">https://emc.capital/</a> within 30 business days after the AGM.
<b>Explanation for departure</b>	:  
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>	
<b>Measure</b>	:  
<b>Timeframe</b>	:  

**SECTION B – DISCLOSURES ON CORPORATE GOVERNANCE PRACTICES PURSUANT  
CORPORATE GOVERNANCE GUIDELINES ISSUED BY BANK NEGARA MALAYSIA**

*Disclosures in this section are pursuant to Appendix 4 (Corporate Governance Disclosures) of the Corporate Governance Guidelines issued by Bank Negara Malaysia. This section is only applicable for financial institutions or any other institutions that are listed on the Exchange that are required to comply with the above Guidelines.*

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